

# **CHAPTER 5**

## **ECONOMIC DEVELOPMENT**

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### **INTRODUCTION**

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Campbell County's commitment to the continued development of its economic and industrial resources is vital to the well being of the County. Manufacturing jobs produce wages that are among the highest hourly pay rates, therefore the County places a high importance in maintaining and attracting manufacturing jobs. Since there is and has been a national trend in the reduction of manufacturing jobs and a shift to service sector employment, the County is also focusing on providing opportunities to foster these jobs. The County recognizes the importance of retail to its economy and the ability to provide its citizens the goods, services and products they desire.

Providing high-paying, full-time jobs to an educated, skilled, and willing workforce benefits the County two-fold. First, better jobs will increase the quality of life of our citizens, and second, they will increase the County's tax-base and revenue sources. In addition to providing incentives for attracting new businesses, Campbell County strongly supports the retention and expansion of its existing industries and encourages retail shopping centers to provide service sector jobs.

The Campbell County Board of Supervisors and the Campbell County Economic Development Department reaffirms its commitment to economic development by the establishment and utilization of the Public Works/Community & Economic Development Committee, the Economic Development Commission, and the Industrial Development Authority. These organizations review County proposals, provide feedback, make recommendations on County policy and projects, and as needed, assist with project completion.

#### **Public Works/Community & Economic Development Committee**

The Campbell County Public Works/Community & Economic Development Committee meets on a regular schedule and consists of two Board of Supervisors members, the County Administrator, Deputy County Administrator, the Director of Community Development, and the Director of Economic Development. This Committee reviews current issues and projects initiated by the Public Works, Community Development & Economic Development Departments.

#### **Economic Development Commission**

The Campbell County Economic Development Commission meets three times a year (check the web site for meeting dates) and consists of 12 business professionals representing a broad spectrum of the community. The Commission serves as an advisory committee to the Board of Supervisors on economic development issues/policy. The commission also serves as the core committee for the Comprehensive Economic Development Strategy (CEDS) review and update committee.

### **Industrial Development Authority**

The Campbell County Industrial Development Authority (IDA) meets quarterly for regular business and special meetings are called as needed. The IDA consists of seven members. The Board of Supervisors appoints one member from each of the county electoral districts. The Code of Virginia assigns certain Powers of Authority to an IDA to facilitate industrial development in a particular locality (Code of Virginia § 15.2-4905). The Campbell County IDA provides feedback to the County on economic development issues and also participates in the development and completion of individual projects. Since 2006 the Campbell County IDA has expanded its economic development role by utilizing bank loans to purchase two industrial properties which were leased and then sold. Presently the IDA has obtained a loan and built another building that is leased thereby facilitating industrial expansion and job creation in Campbell County.

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## **ECONOMIC DEVELOPMENT GOALS & OBJECTIVES**

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**GOAL 1: Support existing industry expansion, the retention of existing businesses, the location of new industry within the County, and entrepreneurial activity.**

Objective 1: Promote a skilled and trained work force in Campbell County through educational and workforce development.

Objective 2: Promote retail, commercial, and industrial growth throughout the County.

Objective 3: Develop marketable industrial and commercial properties.

Objective 4: Support entrepreneurship and encourage economic gardening.

Objective 5: Expand broadband access.

**GOAL 2: Promote policies and practices that will support local economic development.**

Objective 1: Support the maintenance and improvement of efficient transportation systems.

Objective 2: Raise awareness of state and local funding decisions and impacts.

Objective 3: Continue to invest resources into long-term planning.

**GOAL 3: Promote local and regional tourism.**

Objective 1: Work with tourism stakeholder groups to identify tourism issues and initiatives.

Objective 2: Collaborate with other organizations in the state and region to increase awareness of County points of interest.

Objective 3: Provide support for tourism-related businesses.

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## **2012 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY GOALS & IMPLEMENTATION STRATEGIES**

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The 2012 CEDS Update Steering Committee developed the following Goals and Implementation Strategies. The Goals are listed below in order of priority.

### **1. Educational and Workforce Development**

- Identify and support programs that promote workforce training.
- Work with the Workforce Investment Board to provide for employment needs of local employers within the parameters of their program.
- Through business visitation and other means, identify & understand present and future training needs of local business.
- Identify and work with local educational partners to provide needed training.
- Support expansion of existing incubator facilities.
- Identify, monitor, and provide future workforce trends to public schools so appropriate curriculum and programmatic changes can be made to address the trends.
- Assist schools in counseling students and parents on career and technical opportunities as part of the development of the students' Academic and Career Plans.
- Work to provide schools with appropriate human resources and capital to enhance career and technical education to meet the demands of business.
- Promote awareness, monitor capacity, and support Adult Education centers to reach the adults in the region who lack a GED.
- Encourage special programs in the public schools and Community College for entrepreneurs and small business development.
- Promote life-long learning through schools and businesses/industry, such as retraining/retooling, licensure, certifications, and degrees to address the changing demands of the workforce.
- Develop educator/business partnerships
- Network with educational institutions to share information and encourage communication.
- Provide support and current ongoing training and professional development for career and technical education instructors.

### **2. Business Recruitment and Promotion**

- Recruit new companies in targeted sectors by marketing, working with site location consultants and regional and state partners.
- Assist in promoting advanced technology within the Region.
- Commerce and industrial parks with modern sites and buildings for prospects.
- Continue to support effective local, regional, and state economic development organizations.
- Develop, obtain approval and implement an annual county marketing plan.
- Work with Industrial Consultants to develop prospect activity.
- Continue to strengthen alliance with the Lynchburg Economic Development Office.
- Recognize "transferable" skills when determining industry targets.
- Promote and encourage the development of tourism in the region; continue alliance with Lynchburg Tourism & Convention Bureau.

- Continue to promote retail, commercial, and industrial growth throughout the County.
- Evaluate need for a revolving loan fund to assist business locations and expansions.
- Consider the use of social media such as LinkedIn, and Face book to promote the County.
- Evaluate target industries regularly with respect to the changing local and national economy.
- Identify methods of promoting foreign exchange programs and informing students/business leaders of foreign trade and conducting business in new markets.
- Identify and evaluate policies that may impede commercial and/or industrial growth through business visitation program.

### **3. Broadband Access**

- Work with the Information Technology Department to assist with the County Broadband implementation plan.
- Work with the Mid Atlantic Broadband Cooperative to assist in deployment of Broadband to business.
- Assist in developing public private partnerships for the deployment of last mile broadband.
- Identify potential sources of grant funding to assist in the deployment of additional broadband capabilities.

### **4. Transportation/Airport Development**

- Keep abreast of the latest plans of the state legislature regarding transportation funding.
- Track legislation dealing with road construction and maintenance funding formulas.
- Lobby local legislatures for favorable transportation legislation.
- Continue working with local officials on the creation of a regional airport governing authority.
- Be aware and track measures to shift transportation costs to local governments.
- Build regional coalitions to support transportation policies favorable to local government.
- Work with airport officials to promote additional carriers and/or destination cities, especially a "northern connection".

### **5. Economic Gardening (entrepreneurship)**

- Work with the Center for Advanced Engineering and Research; keep abreast with research at the facility and work with any potential start-ups.
- Work with local organizations, such as Altavista on Track and the Altavista and Brookneal Chambers, on business expansion and development opportunities in the downtown areas.
- Nurture new business formation and new spin-off activities.
- Work with VTI in Altavista on establishment/promotion of an industrial/small business incubator.
- Small and Minority Business Development.
- Continue to support Region 2000's entrepreneurship research and studies.

### **6. Funding Local & State**

- Monitor State Legislative initiatives.
- Keep our Legislative Delegation informed of our needs.
- Inform the public on the correlation of reduced taxes to reduced services.
- Downtowns Commercial Revitalization.

- Work with allies such as Chambers of Commerce and other civic and professional groups to promote our legislative agenda.
- Identify what public services citizens are willing to pay for.

## **7. Long-term Planning**

- Review, monitor, and update the CEDS.
- Agricultural Land Planning Initiative.

## **8. Develop Marketable Industrial-Commercial Properties**

- Continue site preparation at existing industrial sites to make them competitive.
- Rehabilitate vacant, underutilized buildings for industrial development purposes.
- Identify, acquire, and develop property for industrial use that can compete favorably on a global basis.
- Work with and promote privately owned industrial properties.
- Continue to develop public water and wastewater systems in all areas where such systems are deemed economically feasible to meet the needs of existing and planned residential, commercial and business developments.
- Seek out funding/grant opportunities to develop/redevelop industrial properties and industrial structures.

### ***Airport Industrial Park***

- Proceed with development of the Joint Airport Park, working with the City of Lynchburg as appropriate.
- Work with local and state offices to acquire funding for engineering/infrastructure development.

### ***Seneca Commerce Park***

- Re-masterplan lot size-development.
- Clear and grade lots.
- Move forward with the Seneca Commerce Park Flex building (Virtual Building design plans).

### ***Dearing Ford Business & Manufacturing Center***

- Work to upgrade Dearing Ford Communications.
- Continue promoting Dearing Ford as one of the County's key industrial properties.
- Acquire funds to complete Phase II, including grading, road construction, and infrastructure improvements.

### ***Brookneal Industrial Park***

- More promotion of this site to prospects.
- Brookneal 501 Waterline Extension up U.S. Route 501.

## **9. Tourism & Project Development**

- Work with tourism stakeholder groups to identify tourism issues and initiatives.
- Work with the Lynchburg Regional Convention and Visitors Bureau Tourism Alliance to promote County sites.
- Market travel and tourism-related activities as well as industrial sectors.
- Continued collaboration with regional/state tourism alliances, such as Fish Virginia First.

- Promote tourism through the Department of Economic Development and VTC (Virginia Tourism Corporation).
- Seek special designations/zones to promote development of tourism. assets/infrastructure/supporting businesses in specific areas of the County.
- Continue and strengthen alliance with Discover Lynchburg to nurture and grow the County's tourism program.
- Work to implement a transient occupancy tax of 5% to support tourism efforts.

## **10. Housing**

- Work with County and Town planning offices to identify issues that may impede residential growth.
- Identify key areas where specific housing is desired (ex. apartments, high-income, etc.).

\* The complete CEDS document can be found on-line at: <http://www.campbellvirginia.com/doing-business-in-campbell-county/economic-development/comprehensive-economic-development-strategy>.

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## **EXISTING CONDITIONS**

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The ability to grow and prosper within the context of Globalization presents the greatest challenge to all U. S. communities. Although Campbell County's economic base shifted from agriculture to manufacturing during the latter half of the twentieth century, the agriculture economy in Campbell County still remains vibrant. Campbell County's economy is comprised of more manufacturing jobs than the region as a whole. Manufacturing comprises slightly less than a third (30.4%) of all jobs in the county, as compared to 15.1% for the greater Lynchburg Metropolitan Statistical Area and 6.6% for the Commonwealth of Virginia.

There have also been two significant plant closures/realignments since the 2007 CEDS Update; Archer Creek Foundry was shuttered due to the recession's impact on the auto industry, and Areva closed a facility on Mt. Athos Road. Combined, these closures resulted in the loss of approximately 300 jobs in the County. The recession also forced several other businesses, such as Timken and Schrader-Bridgeport, to conduct lay-offs as business waned. Fortunately, Intersections, Inc. opened a customer service center in Altavista in 2010, providing over 200 jobs for the community. Campbell County recognizes the need for workers to obtain, and be retrained with, necessary skills and is working with our educational partners and businesses to insure opportunities for workforce training exists.

However, throughout all of the changes of the last few decades, existing small businesses remain the heart of Campbell County's economy by employing the majority of its labor force and creating the majority of its new industrial jobs. The retention and expansion of the County's small business base will keep its economy diversified and strong through political, social and economic changes as well as provide an environment to nurture entrepreneurial activity. In 2005 Campbell County amended its industrial incentive policy to include a Small and Minority Owned Business incentive section. In support of existing business, the County has and will continue to develop an existing business visitation program. This effort will identify areas of mutual concern that need to be addressed and opportunities for customer-supply relationships within existing businesses.

According to the JobsEQ Data from Chmura Economics and Analytics, 1<sup>st</sup> Quarter 2013 Campbell County's largest major employment sectors were: Manufacturing (29.7%), followed by Education and Health Services (16.7%), Construction (9.9%), and Retail Trade (9.7%). The main manufacturing industry sectors in Campbell County are Automotive, fabricated steel, printing, pharmaceutical, structural wood products, precision machining, textiles, and nuclear.

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## **ECONOMIC DEVELOPMENT**

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### **Workforce Training**

Campbell County recognizes the need to provide a skilled workforce for its existing business and industries as well as a potential labor pool for new business attractions. A large, well-educated and qualified workforce is important to a business retention and relocation program. Campbell County has a strong K-12 and vocational education system and collaborates with local colleges on Advanced Placement and technical programs. Future budget issues will present challenges to maintaining and/or creating programs to maintain the quality of the local workforce. The 2007 and 2012 updates of the Campbell County Comprehensive Economic Development Strategy identified workforce training as the #1 priority in its goals. A list of Implementation Strategies for education and workforce development was adopted and used to create the Goals, Objectives, and Implementation Strategies included in this chapter.

### **Development Areas**

Campbell County recognizes that the clustered placement of commercial and industrial growth encourages additional growth and protects the quality of residential and rural areas. At the same time, developers and businesses are looking for locations/properties where their projects can be constructed in the least amount of time possible. This means the potential to increase the by-right activities in the County's zoning districts needs to be examined and addressed. As an example, presently shopping centers are not permitted as a use-by-right in any zoning classification but need to go through a public hearing process to obtain a special use permit. A number of specific areas for industrial development have been identified (See Land Use Map in Chapter Four of Comp Plan) and are logically placed near the County's four-lane arterial highways (US Route 29 and US Route 460) and along particular areas of US Route 501. The areas identified designate locations where industry already exists or where the potential for industrial location can be supported by infrastructure.

The Land Use Map in Chapter Four also illustrates the areas proposed for commercial development most beneficial for the County. As with industrial development, Campbell County must balance commercial and industrial growth with residential, agricultural and environmental concerns. While the expansion of the County's economic base is a major focus, development and expansion must be balanced with considerations for citizens' quality of life or environmental resources.

### **SUMMARY**

The primary purpose of Campbell County's economic development initiatives is to improve the quality of life for citizens and create new wealth. By evaluating and managing available resources,

Campbell County can assist in fostering a diversified economy able to withstand political, social and world economic changes. In addition to promoting the attraction of new industries, we must also retain and support existing businesses, encourage expansion, promote entrepreneurial activity and assist in providing a skilled workforce. Making a conscientious effort to manage growth now will provide an easier transition for changes in the future.

## **TABLE INFORMATION**

A number of tables accompany Chapter 5 as detail to Campbell County's economic development and resources. The following is a brief description of each table.

**PLEASE NOTE:** The Lynchburg MSA (Metropolitan Statistical Area) includes the jurisdictions of Amherst County, Appomattox County, Bedford County, Campbell County, and Lynchburg City.

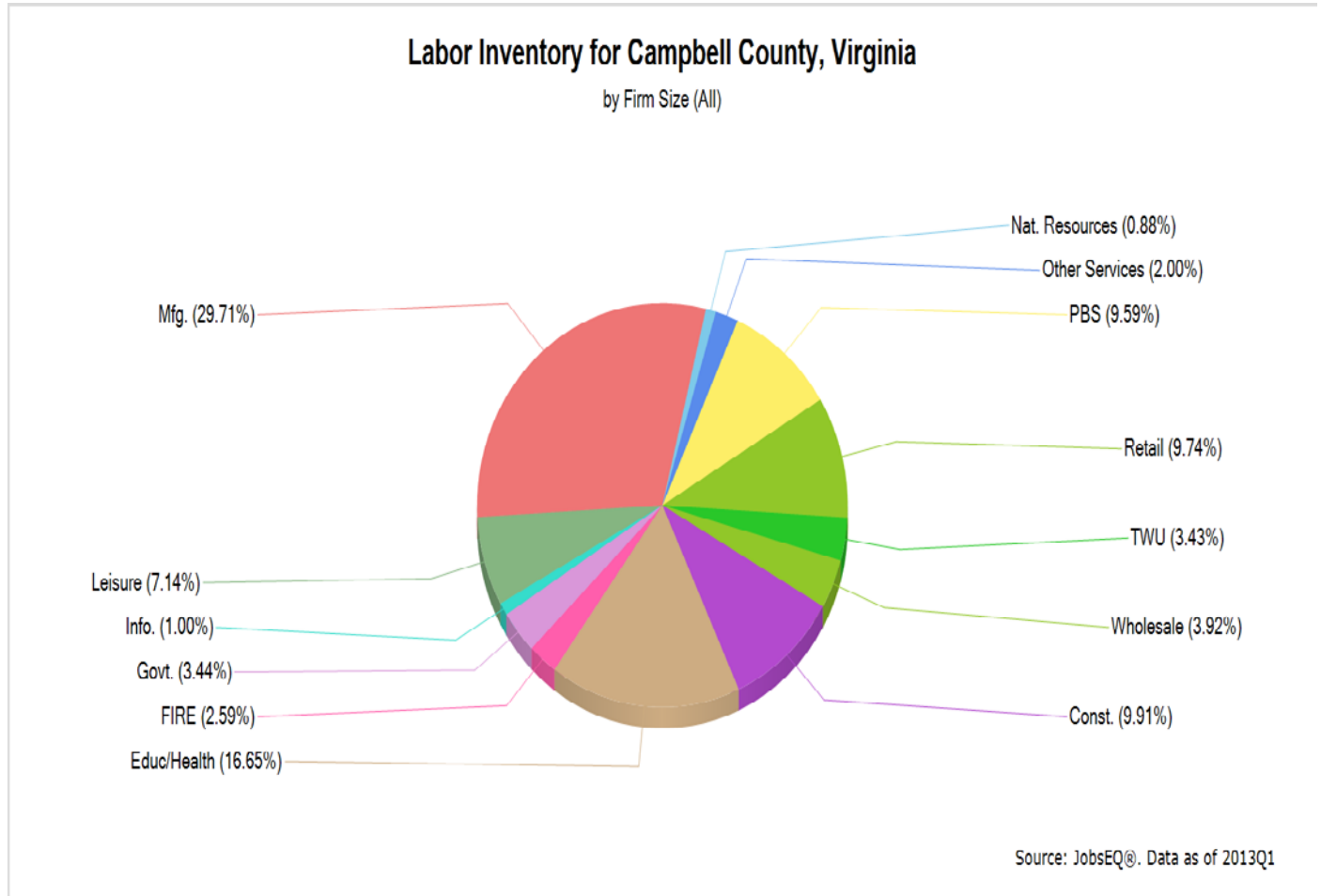
- ◆ **Table E1 – Workforce by Employment Sector**  
Information comes from JobsEQ by Chmura Economics & Analytics indicating the number of employees in Campbell County, the Lynchburg MSA and Virginia within particular employment sectors.
- ◆ **Table E2 – Total Employment by Industry**  
Information comes from JobsEQ by Chmura Economics & Analytics indicating the projected employment growth rate by industry within Campbell County from 2008 to 2013.
- ◆ **Table E3 – Major Employers in Campbell County**  
Information comes from the Virginia Economic Development Partnership Community Profile for Campbell County and JobsEQ by Chmura Economics & Analytics. Table lists some of the major firms within Campbell County.
- ◆ **Table E4 – Manufacturing Activity**  
Information comes from the 2007 Economic Census and the U.S. Census of Manufacturing 1997, 2002 and 2007 indicating manufacturing activity within Campbell County and the Lynchburg MSA.
- ◆ **Table E5 – Retail Activity**  
Information comes from the 2007 Economic Census and the U.S. Census of Retail Trade 1997, 2002 and 2007 indicating retail trade activity within Campbell County and the Lynchburg MSA.
- ◆ **Table E6 – Agricultural Activity**  
Information comes from the US Census of Agriculture 1964, 1969, 1974, 1978, 1982, 1987, 1992, 1997, and 2002 indicating farm size and number and the value of farm products sold for Campbell County since 1964.



- ◆ **Table E7 – Housing Starts**  
Information comes from the Weldon Cooper Center for Public Service indicating the number of annual residential building permits issued from 2010 to 2012. Housing starts reflect the strength of an economy and local consumer confidence.
- ◆ **Table E8 -- Unemployment Rates**  
Information comes from JobsEQ by Chmura Economics & Analytics showing the unemployment rates for Campbell County, Virginia and the United States from 2008 to 2013.
- ◆ **Table E9 – Average Wages and Cost of Living**  
Information comes from JobsEQ by Chmura Economics & Analytics showing the Average Wages and the Cost of Living for Campbell County, Virginia and the United States from 2002 to 2013.
- ◆ **Table E10 – Entrepreneurial Activities**  
Information comes from JobsEQ by Chmura Economics & Analytics showing the Entrepreneurial Activities of new and existing firms in Campbell County from 1991 to 2012.
- ◆ **Table E11 – Wage Distribution**  
Information comes from JobsEQ by Chmura Economics & Analytics showing the Wage Distribution by the percentage of individuals employed in Campbell County, Virginia and the United States.
- ◆ **Table E12 – Unemployed**  
Information comes from JobsEQ by Chmura Economics & Analytics showing the Unemployed for Campbell County from 2007 through 2013.

In addition to the tables stated above, the Land Use Map is located in Chapter Four. This map illustrates the development areas recognized by Campbell County as designated for and are our most promising commercial and industrial growth corridors.

**FIGURE E1**  
**WORKFORCE BY EMPLOYMENT SECTOR**



**Manufacturing remains the base of Campbell County's economy. Though the largest sector in our county, it is second largest in the Lynchburg MSA and fourth in Virginia.**

**FIGURE E2**  
**TOTAL EMPLOYMENT PROJECTIONS BY INDUSTRY**

NAICS Industry	Current				Total Change	Historical			Forecast		
	Four Quarters Ending with 2013q3			Average Annual % Change in Employment 2008q3-2013q3			Over the Next 10 Years				
	Employment	Avg. Annual Wages	Location Quotient	Campbell County, Virginia		Virginia	USA	Total	Total	Avg. Annual	
								Approx Demand	Repl Growth	Percent	
11Agriculture, Forestry, Fishing and Hunting	114	\$29,247	0.79	15	2.8%	0.2%	0.5%	32	-5	-0.5%	
21Mining, Quarrying, and Oil and Gas Extraction	nd	nd	nd	nd	nd	-0.5%	3.0%	nd	nd	0.7%	
22Utilities	82	\$67,344	0.85	-12	-2.6%	-0.4%	-0.2%	19	-2	-0.3%	
23Construction	1,614	\$40,368	2.3	-839	-8.0%	-4.9%	-4.7%	339	454	2.5%	
31Manufacturing	4,632	\$65,061	3.25	1,360	7.2%	-2.7%	-2.5%	1,019	289	0.6%	
42Wholesale Trade	665	\$52,468	0.98	-48	-1.4%	-1.5%	-0.9%	149	20	0.3%	
44Retail Trade	1,632	\$22,354	0.91	-262	-2.9%	-0.8%	-0.5%	482	162	1.0%	
48Transportation and Warehousing	436	\$41,989	0.71	-351	-11.1%	-1.1%	-0.9%	115	59	1.3%	
51Information	164	\$34,055	0.49	-53	-5.5%	-4.3%	-2.2%	37	-7	-0.4%	
52Finance and Insurance	304	\$38,810	0.45	-51	-3.0%	0.2%	-1.0%	70	-3	-0.1%	
53Real Estate and Rental and Leasing	112	\$27,089	0.47	-13	-2.2%	-1.7%	-1.5%	23	7	0.6%	
54Professional, Scientific, and Technical Services	528	\$64,181	0.54	150	6.9%	1.3%	0.7%	114	144	2.4%	
55Management of Companies and Enterprises	56	\$57,949	0.23	-12	-3.8%	0.1%	1.6%	11	0	-0.1%	
Administrative and Support and Waste											
56Management and Remediation Services	802	\$21,134	0.81	71	1.9%	0.0%	0.1%	172	119	1.4%	
61Educational Services	nd	nd	nd	nd	nd	0.8%	0.0%	nd	nd	0.0%	
62Health Care and Social Assistance	1,111	\$25,474	0.49	147	2.9%	2.3%	1.9%	223	433	3.3%	
71Arts, Entertainment, and Recreation	167	\$9,994	0.58	2	0.2%	-0.1%	0.3%	52	22	1.3%	
72Accommodation and Food Services	1,006	\$11,773	0.7	166	3.7%	0.9%	1.0%	334	35	0.3%	
81Other Services (except Public Administration)	350	\$22,445	0.65	-13	-0.7%	-0.2%	-0.1%	79	48	1.3%	
92Public Administration	540	\$35,293	0.63	45	1.8%	1.3%	-0.4%	119	-24	-0.5%	
Total All Industries	15,858	\$41,181	1	180	0.2%	-0.1%	-0.3%	3,758	1,753	1.1%	

Note: Figures may not sum due to rounding.

Source: JobsEQ(R).

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**FIGURE E3**  
**SOME OF CAMPBELL COUNTY'S**  
**MAJOR EMPLOYERS**  
**(AS OF SPRING 2014)**

<b>Name</b>	<b>Classification</b>
Abbott Laboratories	Pharmaceuticals
Areva	Nuclear Engineering
Babcock & Wilcox Company	Industrial machinery, nuclear, military, DOE related
Banker Steel	Steel fabricator
Bat Masonry	Contractor
BGF Industries, Inc.	Fiberglass fabric
Campbell County	Government
Campbell County Schools	Education
Campbell County Utility and Services Authority	Water and Sewer Services
Charter of Lynchburg	Furniture
Consolidated Shoe Co., Inc.	Footwear
First National Bank	Banking
Food Lion LLC	Retail - Grocery
Foster Fuels	Fuel Distributor
Georgia Pacific	Oriented strand board
Graham Packaging	Plastic blow molding
Mid-Atlantic Printers	Commercial printer
Moore's Electrical & Mechanical	Electrical & Mechanical Construction Services
Progress Printing Company	Full service commercial and catalogue printing
Rage Plastics	Plastic Products
Sanfacon Virginia	Plastics/food service
Schrader Bridgeport International Inc.	Industrial & automotive products, tire valves & accessories
Shentel	Telecommunications Provider
Sonny Merryman	Bus sales and service
The Timken Co.	Tapered roller bearings
Town of Altavista	Government
Walmart	Retail

\*Approximated to avoid disclosure. Source: Virginia Economic Development Partnership Community Profile and JobsEQ by Chmura Economics & Analytics.

**FIGURE E4  
MANUFACTURING ACTIVITY**

	<b>Campbell</b>			<b>Lynchburg MSA</b>		
	<b>1997</b>	<b>2002</b>	<b>2007</b>	<b>1997</b>	<b>2002</b>	<b>2007</b>
No. of Establishments	62	57	67	289	323	302
No. of Employees	5,098	3,618	3,798	25,700	18,533	18,731
Value of Shipments (\$1,000)	\$737.1	\$1,383,730	\$1,527,558	\$1679.90	\$5,391,470	\$5,973,939
Value Added by Manufacture (\$1,000)	\$442.2	\$890,648	\$961,698	\$2,835.40	\$2,921,277	\$3,769,010

Source: 2007 Economic Census, U.S. Census of Manufacturing 1997, 2002, 2007

MSA data includes Campbell, Amherst, Appomattox, Bedford Counties and Lynchburg City.

*Though the number of manufacturers in Campbell County remained relatively stable, the value of the products produced by those firms has increased significantly.*

**FIGURE E5  
RETAIL ACTIVITY**

	<b>Campbell</b>			<b>Lynchburg MSA</b>		
	<b>1997</b>	<b>2002</b>	<b>2007</b>	<b>1997</b>	<b>2002</b>	<b>2007</b>
No. of Establishments	209	189	217	932	1,032	1,039
Retail Sales (\$1,000)	\$337,975	\$367,924	\$511,759	\$1,976,981	\$2,497,752	\$3,187,240
Paid Employees	2,169	1,915	2,060	12,039	13,647	13,775
Payroll (\$1,000)	\$31,261	\$34,748	\$43,004	\$188,483	\$242,813	\$286,160

Source: 2007 Economic Census, Retail Trade 1997, 2002 and 2007.

MSA data includes Campbell, Amherst, Appomattox, Bedford Counties and Lynchburg City.

*The number of retail establishments in Campbell County has grown since 2002. Total retail sales grew significantly for both Campbell County and the Lynchburg MSA in 2007.*

**FIGURE E6  
AGRICULTURAL ACTIVITY  
CAMPBELL COUNTY (1982-2007)**

	<b>1982</b>	<b>1987</b>	<b>1992</b>	<b>1997</b>	<b>2002</b>	<b>2007</b>
Number of Farms	740	628	612	621	664	722
Land Areas in Farms (Acres)	143,127	134,093	134,474	140,671	138,716	140,359
Average Farm Size (Acres)	193	214	220	227	209	194
Value of Farm Products Sold (in thousands)	\$14,819.00	\$13,569.00	\$14,938.00	\$14,613.00	\$15,588.00	\$25,345.00

Source: U.S. Census of Agriculture 1982, 1987, 1992, 1997, 2002 and 2007.

*Though the total number of farms operated in Campbell County and total acreage decreased from 1982 to 1992, there has been growth from 1997 to 2007. The value of the products produced on the farms has increased at a significant rate over the past five years. This suggests that current farms are more productive than those operated in 1982.*

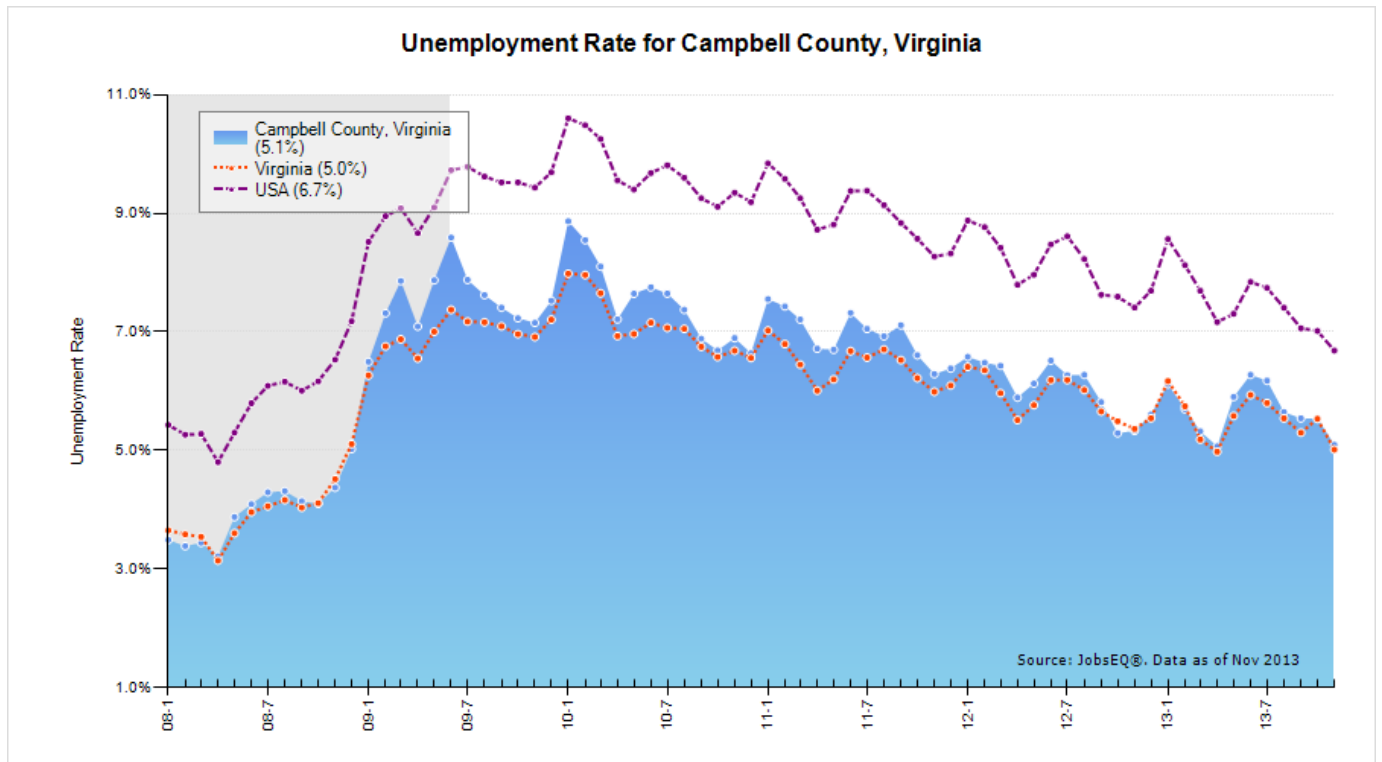
**FIGURE E7  
HOUSING STARTS  
Annual Residential Building Permits Issued**

<b>Locality</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Campbell County	111	95	278
Amherst County	66	43	55
Appomattox County	61	62	47
Bedford County	317	267	277
Lynchburg City	144	61	236

Source: Weldon Cooper Center for Public Service; [www.coopercenter.org](http://www.coopercenter.org)

*Information collected about permits issued is categorized as all units in all structure types excluding permits for mobile homes, garages, out-buildings and commercial construction.*

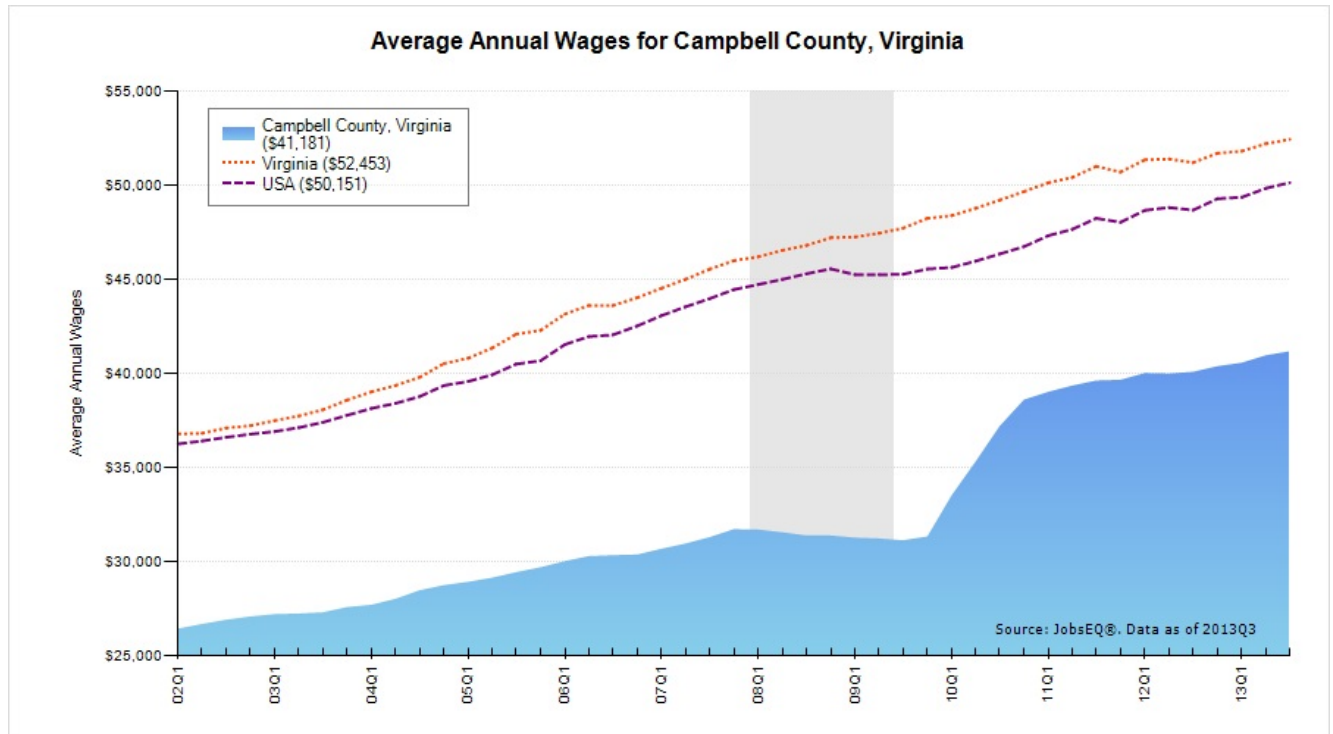
**FIGURE E8**  
**UNEMPLOYMENT RATES**



Source: JobsEQ by Chmura Economics & Analytics

*Table shows Campbell County generally experiences an unemployment rate that is slightly higher than the Commonwealth of Virginia and significantly lower than the United States.*

**FIGURE E9  
AVERAGE WAGES AND COST OF LIVING**



*Shaded portion of chart reflects national recession during December 2007-June 2009.*

**COST OF LIVING INFORMATION**

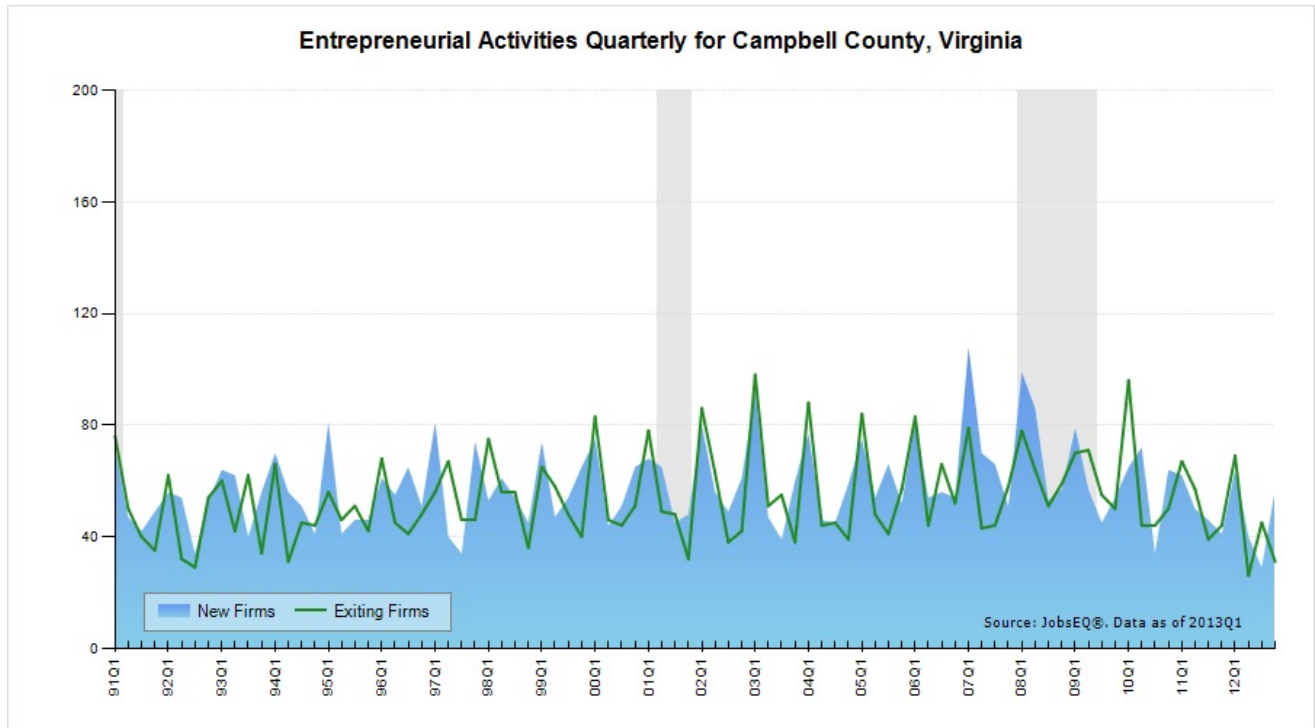
	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power	Cost of Living Index (Base Campbell County, Virginia)	Campbell County, Virginia Purchasing Power
Campbell County, Virginia	\$41,181	88.2	\$46,681	100	\$41,181
Virginia	\$52,453	112.5	\$46,642	127.5	\$41,147
US	\$50,151	100	\$50,151	113.4	\$44,242

Source: JobsEQ(R).

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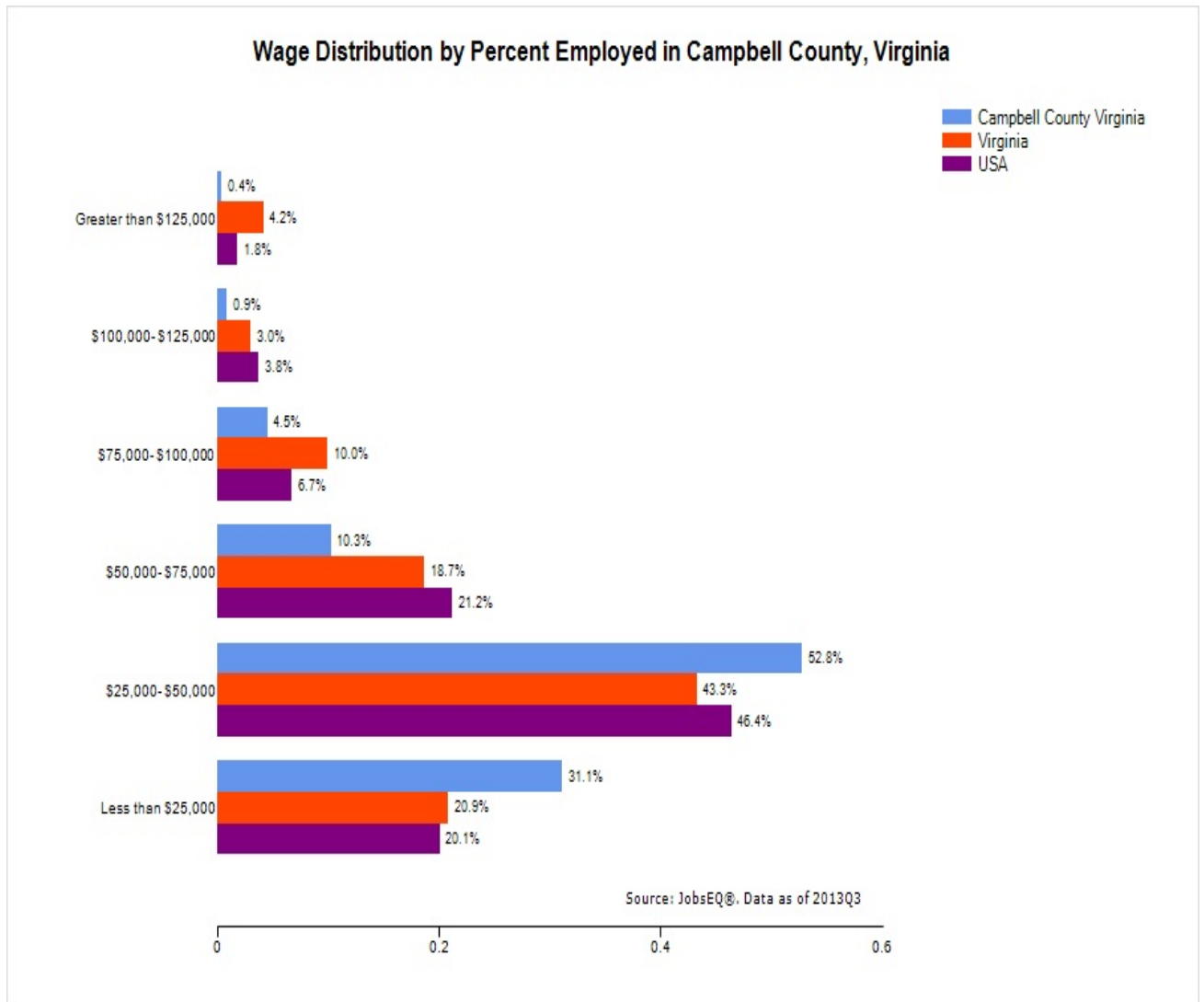


**FIGURE E10**  
**ENTREPRENEURIAL ACTIVITIES**



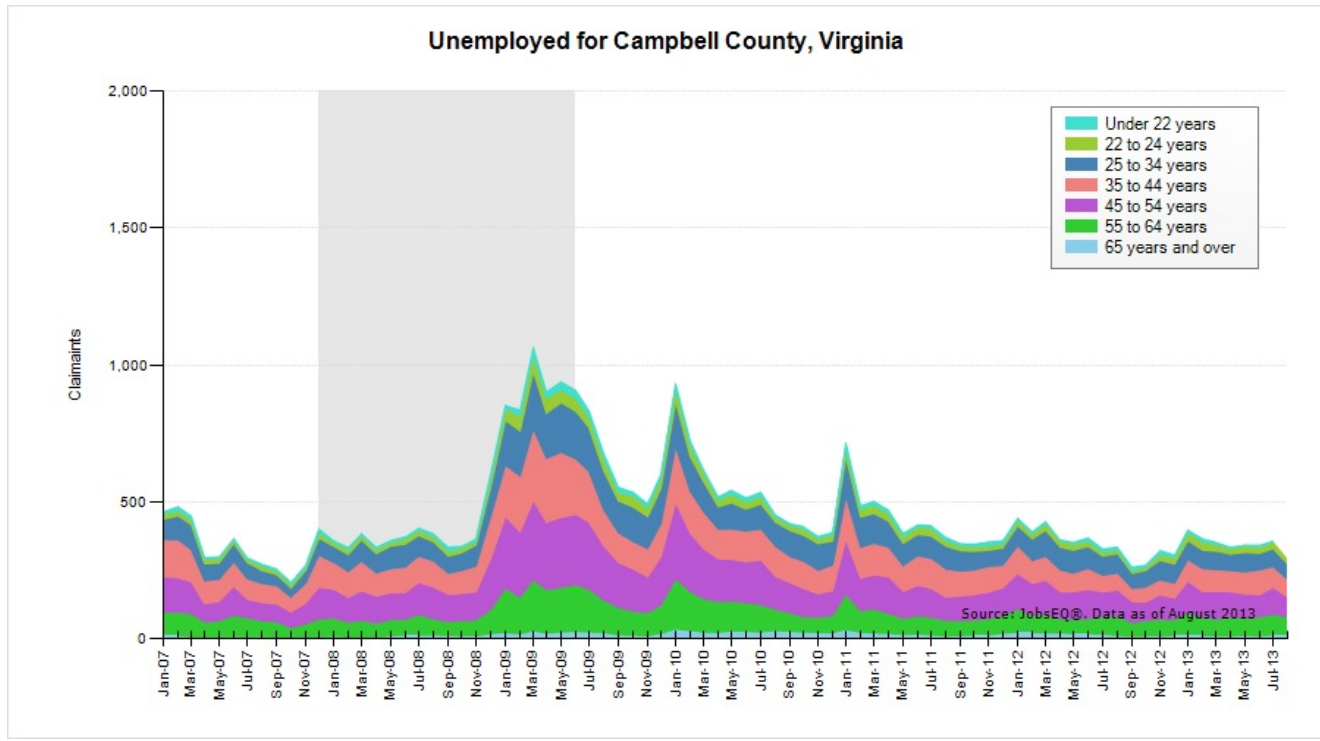
*While both new and existing firms are similar in range, in the last four years, existing firms have accounted for a greater rate of expansion in Campbell County.*

**FIGURE E11**  
**WAGE DISTRIBUTION**



*The biggest majority of wages for Campbell County is in the \$50,000 earnings and below, with opportunities to grow in wage ranges above \$50,000.*

**FIGURE E12**  
**UNEMPLOYED**



*Ages 25 to 54 years represent the largest range of individuals unemployed for Campbell County.*

**Campbell County, Virginia Age**

<b>Category</b>	<b>Count</b>	<b>% Total</b>
22 to 24 years	17	5.9%
25 to 34 years	55	19.0%
35 to 44 years	64	22.1%
45 to 54 years	72	24.9%
55 to 64 years	66	22.8%
65 years and over	15	5.2%
<b>Total</b>	<b>289</b>	

Source: JobsEQ(R).  
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